
CHAPTER 2

A New Vision for the New Century

The world of the 21st century will grow more challenging than the one in which we find the Army fully engaged today. Fundamental differences in the nature of the threat, technology, and the character of operations will require a more strategically responsive, full spectrum Army. The Army has identified enhanced responsiveness, deployability, agility, versatility, lethality, survivability, and sustainability as the force characteristics essential to meet future national security requirements. The new Vision charts the course for the Army to transform itself into a force—the Objective Force—that has these desired characteristics and can sustain dominance at every point on the spectrum of operations.

The first phase of the transformation consists of fielding initial BCTs at Fort Lewis, Washington. These initial BCT's will develop the operational and organizational model for follow-on brigades using readily available equipment. The second phase consists of fielding follow-on or interim brigades using a yet-to-be-determined IAV. This Interim Force will come as close to realizing the Objective Force as is possible with existing equipment. The third phase consists of the total transformation to the Objective Force. It will be accomplished once S&T makes possible the systems necessary to realize an Objective Force with the desired characteristics. To retain decisive capabilities during the transformation, the Army will selectively modernize and recapitalize its current warfighting organizations or legacy forces.

Throughout all phases, the Army will pursue the transformation of its

concepts and doctrine as well as its Institutional Force. Since the Army will be a hybrid force consisting of the transformed and legacy forces until the final Objective Force is realized, sustaining coherent doctrine and institutional support is essential to preserve interoperability. Keeping these critical changes synchronized with the transformation of the force will ensure the Army retains the capability to meet its national security requirements well into the 21st century.

The Army will retain its commitment to its people: its greatest resource. Recruiting, retention, and distribution measures will ensure we continue to attract, train, motivate, and retain the most competent and dedicated people in the Nation to fuel our ability to be persuasive in peace and invincible in war. We will assure the Nation's security by equipping, training, and caring for our people and their families and enabling their full potential as individuals.

The Army will fill its warfighting divisions and armored cavalry regiments to 100 percent of authorized strength in FY2000. We will continue distribution of our soldiers and leaders to fill the rest of our operational and institutional organizations to 100 percent of authorization by the end of FY2003. We will pursue these goals with the commitment to keeping all units manned adequately to perform their missions. Having synchronized our force structure with congressionally mandated endstrengths, we will identify additional personnel requirements, if they exist, to our Nation's leaders.

Tomorrow's Challenges: International Security Trends

The world has changed dramatically during the past 11 years, and the trends that have shaped this change are likely to continue through the early decades of the 21st century. The U.S. is likely to retain its role as a world leader, but regional rivalries and resource conflicts may create turbulence and lead to confrontations. Under these conditions, potential adversaries are likely to adopt strategies based on lessons learned from U.S. actions in recent conflicts: attacking nodes that support strategic deployment and resupply; avoiding precision guided munitions by dispersing and shielding likely targets; and attempting to inflict casualties and use the media to undermine U.S. resolve and split coalitions.

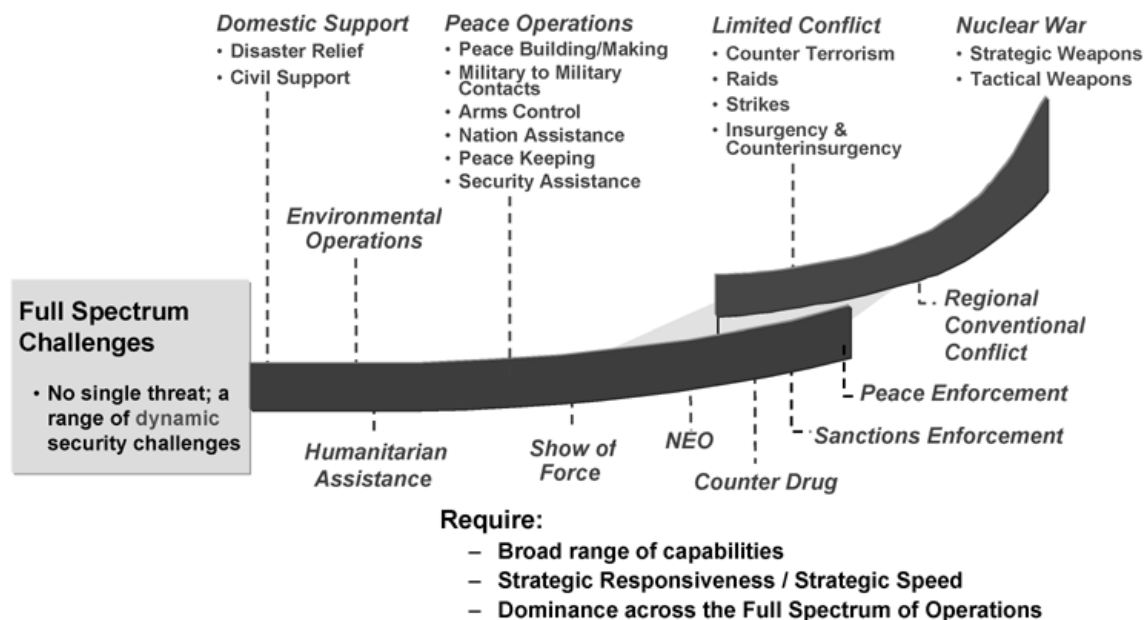
Such regional turbulence is not the only danger for the United States. Population growth, resource scarcity, the

inability of governments to meet the expectations and basic requirements of their populations, and conflict between ethnic and religious groups are likely to create turmoil within nations as well. Natural disasters and famine may also exacerbate or create these conditions. The U.S. may be drawn into these conflicts for reasons of national or humanitarian interest, or may simply become a target for subnational groups seeking to enhance their legitimacy through anti-western actions. Even with low-technology capabilities, such groups may pose significant challenges in urban areas with large civilian populations.

The proliferation of ballistic missiles, WMD, and other technologies adds a disturbing dimension to any future conflict scenario. Groups that might otherwise be unable to challenge the United States may obtain nuclear, biological, or chemical (NBC) weapons. Increased access to information and

space technologies may also tempt potential adversaries to compete with or degrade U.S. capabilities in the hope of achieving parity or near-parity.

These potential challenges are not speculative; they are forecasts based on trends evident in the world today. Because of these trends, it is clear that the United States must remain engaged and ready to respond with overwhelming capability. The Army must minimize vulnerabilities associated with frequent contingencies, long-term commitments, and global power projection. It must train soldiers and leaders to adapt readily to conditions all across the spectrum of military operations. It must also build organizations capable of attaining dominance at any point on that spectrum. The new Army Vision charts a course to better align the capabilities of the Army with the challenges it is likely to face in the years ahead.



The Army must transform to meet these 21st century security requirements across the spectrum of operations.

The Army Vision

The spectrum of 21st century operations demands land forces in joint, multinational, and interagency formations for a variety of missions extending from humanitarian assistance and disaster relief to peacekeeping, peace enforcement, and winning major theater wars—our non-negotiable contract with the American people. In October 1999, senior Army leaders announced a new Vision to enable the Army to better meet these diverse, complex demands. That Vision, in its entirety, has been widely disseminated and is available on the Army homepage at <http://www.army.mil/armyvision>. The Vision's goal is to ensure that the Army fulfills its Title 10 responsibilities in continuously meeting the NMS. To do this will require the Army to transform itself into a full spectrum force more capable of dominating at every point on the spectrum of operations. This

Objective Force will meet the challenges of the 21st century by providing the Nation with an Army that is more responsive, deployable, agile, versatile, lethal, survivable, and sustainable. This force must be capable of reversing the conditions of human suffering rapidly and resolving conflicts decisively.

These characteristics of the Objective Force are complementary features that together produce an overall capability greater than the individual capabilities they describe. The characteristics arise from the Vision's goal and the likely shape of the future international security environment. In turn, they provide the analytical foundation for developing the concepts, doctrine, and systems that will constitute the Objective Force.

The Objective Force must be *responsive* to allow the Army to meet frequent contingency requirements with any element of the force. To be responsive requires the ability to put



Our forces must be agile and versatile enough to transition along the full spectrum of operations.

forces where needed on the ground, supported by air and naval forces, to directly affect the outcome of the situation or crisis at hand within hours of a decision. The forces deployed must be prepared to accomplish their mission regardless of the environment, the nature or scope of the proposed operation, or other commitments. They should have a demonstrated capability to deter the prudent adversary, as well as to influence and shape the outcome of the crisis. If required, they should have the ability to employ force from low to high-intensity. Responsiveness applies to more than just operational forces; the entire mobilization process must be responsive in order to ensure the availability of the entire force in a timely manner.

To achieve this responsiveness, Objective Force units must be *deployable*. These units must be capable of rapid strategic movement to create the opportunity to avert conflict through deterrence and confront potential adversaries before they can achieve their goals. The Objective Force requirement is to have a combat brigade on the ground within 96 hours after liftoff, a



An Army patrol on the move in Kosovo. Army forces must be able to reposition rapidly to create and exploit advantage.



Soldiers training at Fort Drum, New York. Lethality must be embedded in every force and unit.

division within 120 hours, and five divisions within 30 days. Within a theater of operations, Army forces must be able to reposition rapidly to create and exploit advantage. The Army must reduce the size of its systems to attain the desired level of strategic and intra-theater deployability.

Because of the broad range of missions that will be assigned to U.S. forces, often in highly volatile situations, Army forces must be able to shift intensity of operations without augmentation, a break in contact, or additional training. Today's forces possess the agility to shift seamlessly from offensive to defensive to offensive operations on the battlefield. The Objective Force must replicate that same *agility* in a much broader, full spectrum context within entire theaters of operation. These forces will frequently be called upon to transition from non-combat disaster relief to low-intensity contingencies to high-intensity

warfighting with little or no time to change mindset or organizational design. The agility to make these transitions without losing momentum is a function of our people. The Army will develop it through leadership and training.

Versatility is closely related to agility, but it is a function of force organization and equipment. The elements of the Objective Force must be adaptive to changing situations and must have utility across the spectrum. This will allow the Army to respond when needed and rotate forces in and out to relieve OPTEMPO and PERSTEMPO. The frequency and duration of SSC operations leave neither the time nor the forces for overly specialized units or extensive reorganization and preparation for specific missions. The Army cannot sustain the operational and personnel tempo of the broad range of crisis response SSC operations and sustained commitments with only part of its force. Therefore, the Army must have the

ability to commit all of the force in its turn, regardless of component, to meet operational demands, even if those demands are for distinct operations in different areas of the world. All Army forces must have the built-in organizational flexibility to respond.

An overwhelming ability to win through application of lethal force can frequently preclude conflict by making the adversary's potential losses disproportionate to his objectives. *Lethality* must be embedded in every force and unit. They must all have the ability to transition from peace to war and access joint capabilities easily without a break in momentum. Even in a seemingly benign environment, our forces cannot ignore the possibility of a chance encounter with hostile elements, whether because of a sudden, unforeseen change in the situation or from radical factions determined to undermine the peace. The consequences of the inability to apply appropriate lethal effects are not just unnecessary loss of life, but could include significant political and operational changes in the environment. Furthermore, lethality signals to our adversaries the potential consequences to them of their willingness to escalate the conflict.

As our forces continue to operate in harm's way, it is crucial to their confidence that we take all possible measures to protect the force and ensure its survival. *Survivability* also affects the perceptions of our adversaries about their ability to fight and win against U.S. forces. But the survivability of the Objective Force must extend beyond combat operations across the full spectrum of operations, and it must address current and emerging asymmetric capabilities. To meet these challenges, the Army must have modern equipment that incorporates new technologies to meet mission